






1Q 2026 RESULTS

May 13th, 2026

www.mermaid-group.com

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AGENDA

-  Business Report
-  Financial Review
-  Business Outlook

BUSINESS REPORT



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#Citydailynews

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Are you innovative or are you the experienced typical or do you offer a high-cost, high-quality product, or slow-cost, high-value products? It's impossible to be both what your customers need you to be. Your brand is the main foundation of your success. You should be connected with your customers to communicate with your brand. Having a good brand strategy allows you to have a large advantage in gaining a competitive edge in your market. Increase in your market tells your customers what they can have or expect from the products and services you offer. Your branding strategy as it relates to branding consistency in the



1Q 2026 OVERVIEW



- **Total revenue for the quarter ended 31 March 2026 ('1Q 2026')** was **USD 82.1 million**, representing a year-on-year ('YoY') decrease of USD 35.1 million compared to USD 117.2 million in 1Q 2025, and a quarter-on-quarter ('QoQ') decline of USD 24.2 million compared to USD 106.3 million in 4Q 2025.
- **EBITDA for 1Q 2026 was USD 0.3 million**, which represented a YoY decrease of USD 0.9 million, and a QoQ decrease of USD 7.8 million.
- The decreases in **total revenue** and **EBITDA** were mainly due to lower T&I and Decommissioning revenues following the completion of major high-value projects in the APAC region, as well as reduced revenues and higher project costs on a Cable Lay project due to weather-related downtime and the geopolitical developments in the Middle East. These effects were partially offset by QoQ and YoY growth in Subsea IRM revenue supported by high utilization of owned fleet and contributions from short-term chartered vessels.
- **The Group incurred a net loss of USD 2.9 million for 1Q 2026**, representing a YoY improvement of USD 4.9 million compared to a net loss of USD 7.8 million in 1Q 2025, primarily attributable to lower depreciation costs and higher tax credit. On a QoQ basis, the net result declined by USD 4.7 million from a net profit of USD 1.8 million in 4Q 2025, after excluding the reversal of impairment losses on assets, mainly due to the abovementioned operational impacts.
- **Net cash generated from operating activities** for the period ended 31 March 2026 amounted to USD 11.5 million.
- On the balance sheet, Mermaid Group maintained a **solid liquidity position**, with a current ratio of 1.74x and a debt-to-equity ratio of 0.41x.
- As of 31 March 2026, the total **order book** amounted to USD 753 million. Mermaid Group has secured multiple project awards across the Middle East, Southeast Asia, the North Sea, and Western Sub-Saharan Africa, encompassing both short-term commitments and long-term contracts extending through FY2036.

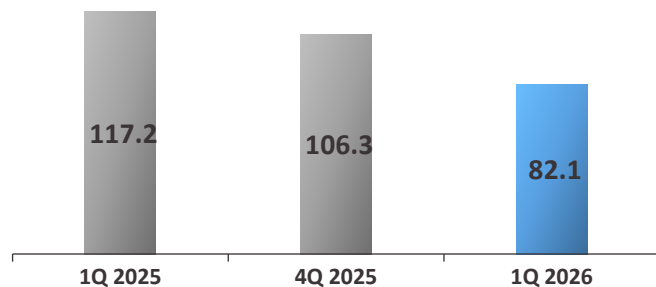
FINANCIAL OVERVIEW



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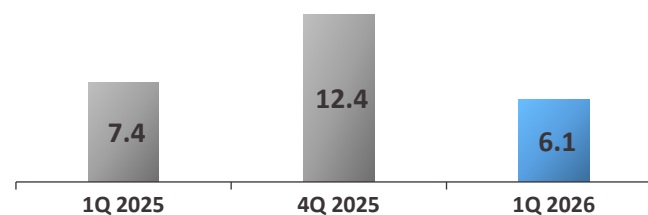
Total Revenue

(USD million)



Gross Profit ⁽¹⁾

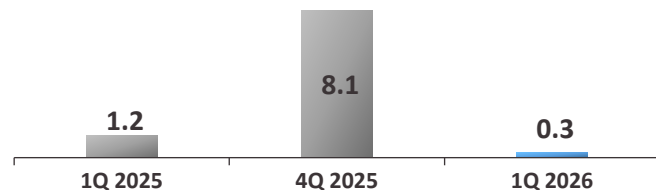
(USD million)



(1) Excluded depreciation cost

EBITDA ⁽²⁾

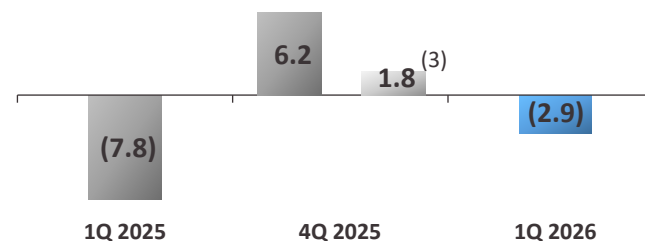
(USD million)



(2) Earnings before interest, tax and depreciation and reversal of impairment loss on assets

Net Profit

(USD million)



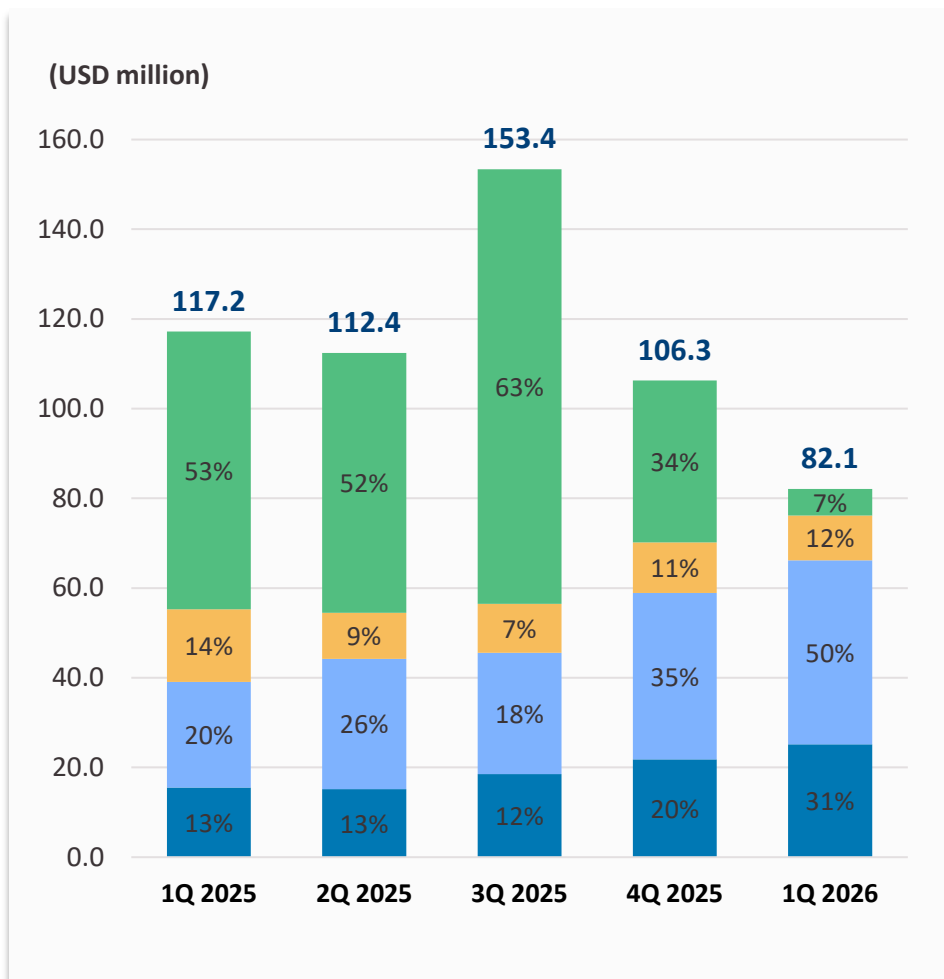
(3) Excluded reversal of impairment loss on assets

Note: In 4Q 2025, Mermaid recognised a US Dollar 4.4 million reversal of impairment losses on a vessel.

REVENUE BREAKDOWN



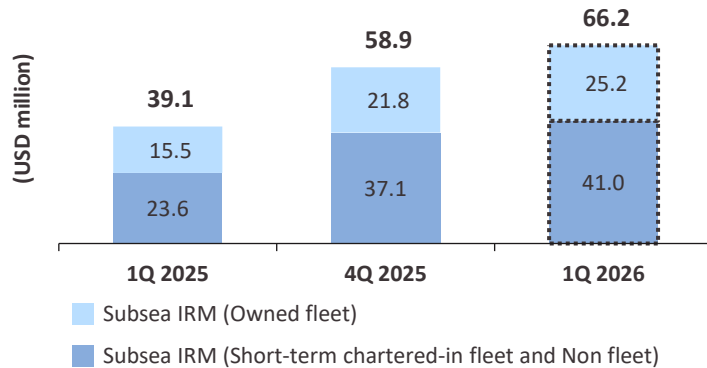
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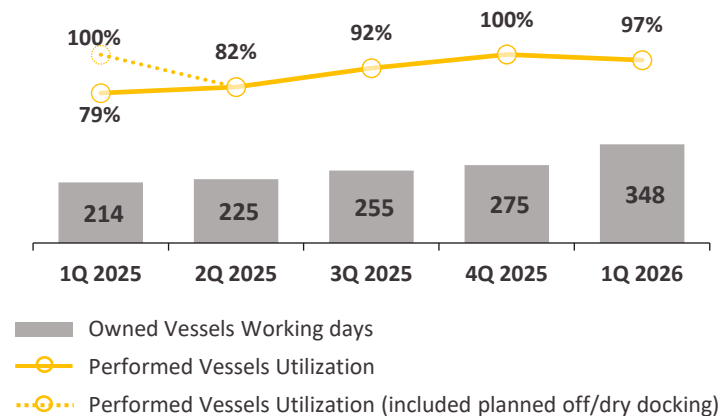
- In 1Q 2026, Mermaid Group earned **total revenue of USD 82.1 million**. The Subsea IRM segment was the primary revenue contributor, representing 81% of total revenue, followed by the Cable Lay segment at 12%, while T&I and Decommissioning accounted for the remaining 7%.
- Compared with 4Q 2025 and 1Q 2025, revenue in 1Q 2026 declined, reflecting weaker contributions from the Cable Lay and T&I and Decommissioning segments, which saw decreases on both QoQ and YoY bases. In contrast, the Subsea IRM segment demonstrated resilient performance, delivering both QoQ and YoY growth from higher activity levels, particularly from Subsea IRM and diving works by the short-term chartered-in fleet.

- Subsea IRM (Owned Fleet)
- Subsea IRM & Diving works (Short-term Chartered-in Fleet & Non Fleet)
- Cable Lay Service
- T&I and Decommissioning Service

Total Revenue from Subsea IRM



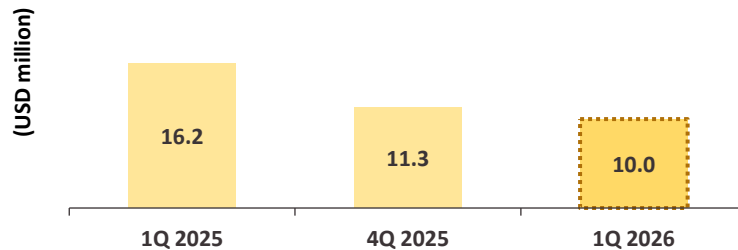
Utilization of Operational Subsea IRM Vessels



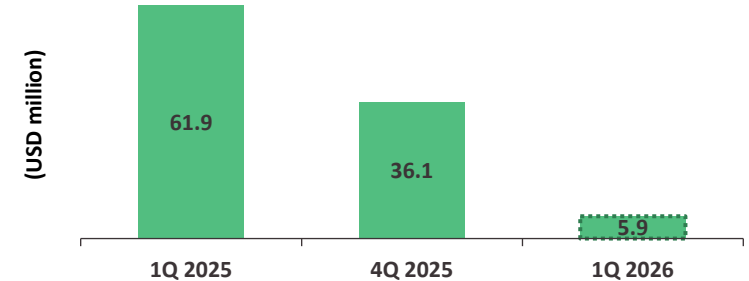
- In 1Q 2026, the Subsea IRM segment generated USD 25.2 million in revenue from the Group's owned fleet, representing a 15.6% QoQ increase from USD 21.8 million in 4Q 2024, and a 62.6% YoY increase from USD 15.5 million in 1Q 2025.
 - **Mermaid Asiana** continued to serve a key client in the Middle East with high utilization without any negative impact from the conflicts in the Middle East. Despite brief maintenance-related downtime in Jan and Feb 2026, which resulted in a slight QoQ revenue decline compared to 4Q 2025, YoY revenue increased significantly compared to 1Q 2025 when the vessel was undergoing dry docking and the replace chartered-in vessel suffered a breakdown.
 - **Mermaid Endurer** continued operations on a major project in the Middle East, maintaining high utilization throughout the period without any negative impact from the conflicts in the Middle East.
 - **Mermaid Resilient** was time-chartered to a third party and deployed in South Asia during 1Q 2026.
 - **Mermaid Sapphire** continued to be long-term bareboat chartered to a related party and deployed on IRM projects in Southeast Asia.
- Total Revenue from non-owned fleet subsea IRM activities amounted to USD 41.0 million in 1Q 2026, representing a 10.5% YoY increase and 73.7% QoQ increase. Growth was primarily driven by the chartered-in vessel 'Van Gogh', which was time-chartered to a third party in APAC during 1Q 2026, despite a lower number of inspection projects utilizing other short-term chartered-in vessels, as well as reduced diving and survey work in the Middle East compared to 4Q 2025.
- During 1Q 2026, **Mermaid Commander** was still in the process of reactivation.

CABLE LAY AND T&I AND DECOMMISSIONING

Revenue from Cable Lay Projects



Revenue from T&I and Decommissioning Projects



- In 1Q 2026, Mermaid Group's Cable Laying segment generated USD 10.0 million of revenue, representing a 38.3% YoY decline from USD 16.2 million in 1Q 2025, and a 11.5% QoQ decrease from USD 11.3 million in 4Q 2025. The revenue in 1Q 2026 primarily reflected a continuing project from the previous quarter, which had been delayed due to weather-related downtime and the conflict in the Middle East.
- In 1Q 2026, the Group earned USD 1.5 million in profit sharing from Millennium 3 Ship Management and Operations DMCCO ('M3JV'), representing increases from the USD 1.4 million earned in 4Q 2025, and the USD 0.6 million earned in 1Q 2025.

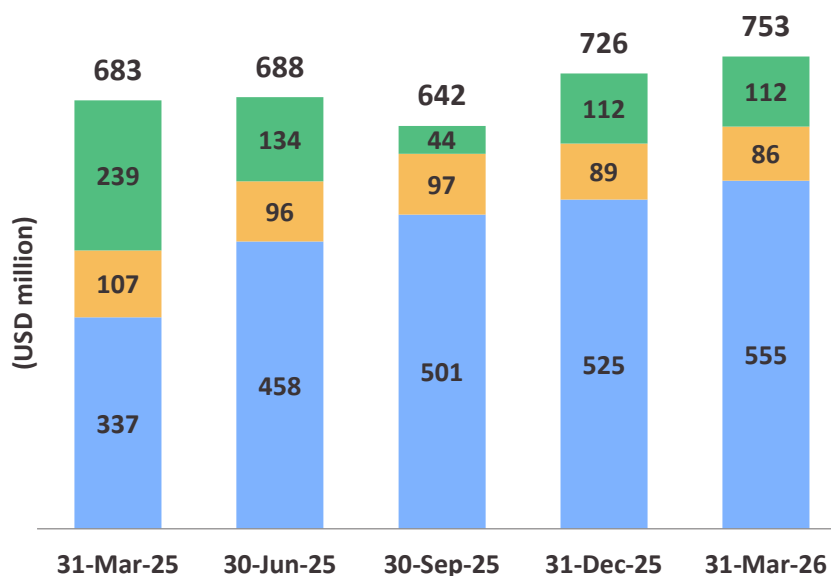
- In 1Q 2026, the T&I and Decommissioning segment earned total revenue of USD 5.9 million, representing an 83.7% QoQ decrease from USD 36.1 million in 4Q 2025, and a 90.5% YoY decrease from USD 61.9 million in 1Q 2025.
 - The decline in revenue was mainly following the completion of a major high-value T&I and decommissioning project in the Gulf of Thailand in 4Q 2025. Only one installation project was carried forward to 2026 and was completed in Jan 2026.
 - Revenue from the North Sea region declined both QoQ and YoY due to fewer projects awarded in 1Q 2026. Preparations are being made for work commencing in 2Q 2026.

ORDER BOOK



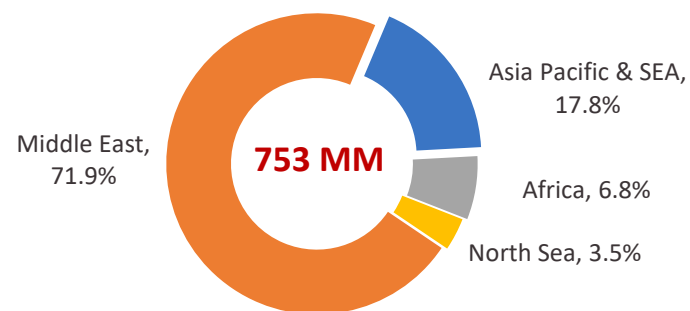
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Total Order Book



- T&I and Decommissioning
- Cable Lay
- Subsea IRM

Order Book by Region



As at 31 March 2026, the Group's order book stood at USD 753 million. Mermaid Group has secured multiple project awards across the Middle East, Southeast Asia, the North Sea, and Western Sub-Saharan Africa, covering both short-term and long-term contracts extending through to FY2036. The order book includes services such as inspection, repair and maintenance (IRM), cable laying, subsea pipeline tie-in, and T&I and decommissioning.



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FINANCIAL REVIEW

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Business items

1Q 2026 PROFIT & LOSS



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(USD million)	1Q 2026	1Q 2025	YoY Amount Change	1Q 2026	4Q 2025	QoQ Amount Change
Income:						
Revenue from rendering of services	82.1	117.2	-35.1	82.1	106.3	-24.2
Reversal of impairment loss on property, plant and equipment	-	-	-	-	4.4	-4.4
Net gain on foreign exchange	0.1	-	+0.1	0.1	0.1	+0.0
Interest income and other income	0.8	0.5	+0.3	0.8	1.2	-0.4
Total income	83.0	117.7	-34.7	83.0	112.0	-29.0
Expenses:						
Costs of rendering of services	79.9	116.5	-36.6	79.9	98.8	-18.9
Administrative expenses	7.2	6.7	+0.5	7.2	6.1	+1.1
Net loss on foreign exchange	-	0.6	-0.6	-	-	-
Finance costs	1.9	2.1	-0.2	1.9	2.1	-0.2
Total expenses	89.0	125.9	-36.9	89.0	107.0	-18.0
Profit (loss) from operation	(6.0)	(8.2)	+2.2	(6.0)	5.0	-11.0
Share of profit of joint ventures and associate	1.4	0.3	+1.1	1.4	1.4	+0.0
Profit (loss) before income tax expense	(4.6)	(7.9)	+3.3	(4.6)	6.4	-11.0
Tax income (expense)	1.7	0.1	+1.6	1.7	(0.2)	+1.9
Net profit (loss) for the period	(2.9)	(7.8)	+4.9	(2.9)	6.2	-9.1
Earnings (losses) per share (US Cents)	(0.1)	(0.5)	+0.4	(0.1)	0.3	-0.4
EBITDA (excluding share of profit and reversal of impairment losses)	0.3	1.2	-0.9	0.3	8.1	-7.8
Net Profit (Loss) excluding Reversal of Impairment Losses	(2.9)	(7.8)	+4.9	(2.9)	1.8	-4.7

STATEMENT OF CASH FLOWS



Cash Flows (USD million)		For the period ended 31 March	
		2026	2025
Operating Activities:	Before changes in working capital	(0.7)	2.8
	Changes in working capital	14.1	7.5
	Tax paid and provision for employee benefit paid	(1.9)	(1.8)
Net cash from operating activities		11.5	8.5
Investing Activities:	Acquisition of property, plant and equipment	(0.4)	(7.4)
	Interest received	0.5	0.1
Net cash from (used in) investing activities		0.1	(7.3)
Financing Activities:	Repayment of borrowings from parent company	(2.0)	-
	Proceeds from borrowings from financial institutions	-	9.1
	Repayment of borrowings from financial institutions	(3.4)	(6.3)
	Payment of lease liabilities	(0.5)	(2.6)
	Interest paid	(1.8)	(0.5)
Net cash used in financing activities		(7.7)	(0.3)
Net increase in cash and cash equivalents		3.9	0.9
Effect of exchange rate changes on cash and cash equivalents		-	(0.1)
Cash and cash equivalent at 1 January		65.8	22.9
Cash and cash equivalent as at 31 March (excluding restricted cash*)		69.7	23.7

* Restricted cash at 31 Mar 2026 = USD 14.6 million

STATEMENT OF FINANCIAL POSITION



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Balance Sheet (USD million)	31 Mar 2026	31 Dec 2025	Change
Cash & Cash Equivalents	69.7	65.8	+5.9%
Trade and Other Accounts Receivable	156.2	155.0	+0.8%
Other Current Assets	5.1	5.2	-1.9%
Total Current Assets	231.0	226.0	+2.2%
Restricted Deposit at Financial Institutions	14.6	14.6	+0.0%
Investment in Associates & Joint Ventures	29.1	31.4	-7.3%
Property, Plant and Equipment and Intangible Assets	154.6	158.3	-2.3%
Right-of-Use Assets	2.0	2.4	-16.7%
Other Non-Current Assets	17.1	17.4	-1.7%
Total Non- Current Assets	217.4	224.1	-3.0%
Total Assets	448.4	450.1	-0.4%
Trade and Other Accounts Payable	112.3	103.7	+8.3%
Borrowings from Parent Company	8.0	8.0	+0.0%
Borrowings from Financial Institution	10.5	11.4	-7.9%
Other Current Liabilities	2.3	4.0	-42.5%
Total Current Liabilities	133.1	127.1	+4.7%
Long-Term Borrowings from Parent Company	60.0	62.0	-3.2%
Long-Term Borrowings from Financial Institution	17.4	20.0	-13.0%
Other Non-Current Liabilities	5.5	5.7	-3.5%
Total Non-Current Liabilities	82.9	87.7	-5.5%
Total Liabilities	216.0	214.8	+0.6%
Total Equity	232.4	235.3	-1.2%

(USD million)	31 Mar 2026	31 Dec 2025
Interest Bearing Debt		
Asset-backed Financing	27.9	31.4
Unsecured Loan	68.0	70.0
Total Interest-Bearing Debt*	95.9	101.4
Cash and Restricted Deposit at Banks	(84.3)	(80.4)
Total Debt, Net of Cash	11.6	21.0
Shareholders' Equity	232.4	235.3
Net Gearing*	5.0%	8.9%

*Excluding lease liabilities

Financial Ratio	31 Mar 2026	31 Dec 2025
Current Ratio	1.74x	1.78x
Net Debt to Equity Ratio	0.42x	0.44x
Net Debt to Equity Ratio (excluded lease liabilities)	0.41x	0.43x
Liabilities to Equity	0.93x	0.91x
Liabilities to Equity (excluded lease liabilities)	0.92x	0.90x

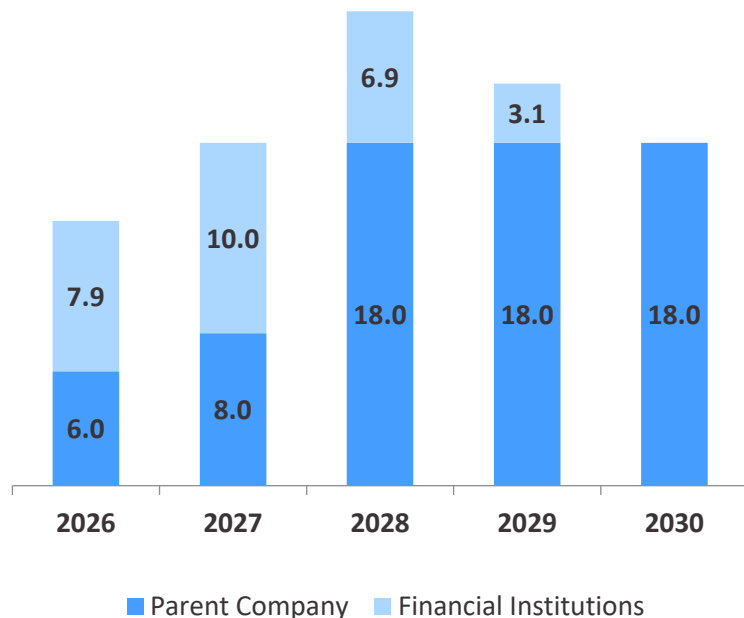
DEBT MATURITY PROFILE



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Yearly Repayment Strategy

(USD million)



Interest-Bearing Debt Maturity

USD 95.9 million

- As of 31 March 2026, the Group's outstanding loans totaled USD 95.9 million, broken down as follows:
 - **USD 68.0 million** in long-term loans from the parent company; and
 - **USD 27.9 million** in a long-term loan from financial institutions.
- The next repayment is due at the end of the second quarter of 2026.
- The short-term liquidity risk associated with repayment capacity is low.



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BUSINESS OUTLOOK



1

Brent crude oil prices strengthened in Q1 2026, averaging above prior expectations, driven by supply disruptions and heightened geopolitical tensions in the Middle East, including constraints on flows through the Strait of Hormuz. While the situation has introduced near-term volatility and a risk premium to prices, offshore capital expenditure continues to demonstrate resilience. Operators remain focused on reinvestment in mature producing assets, infrastructure life-extension programmes, and regulatory-driven decommissioning activity.

2

Deepwater developments and brownfield optimisation programmes continue to underpin steady demand for IRM and life-extension services. As ageing offshore assets across mature basins progress further into structured decommissioning phases, activity in plug & abandonment, subsea removal, and well integrity continues to increase.

In parallel, growth in cable-lay and subsea infrastructure, including offshore wind inter-array systems and regional power connectivity, is expanding the subsea opportunity set. Mermaid's integrated fleet, including saturation diving, IRM, and shallow-water cable-lay capability, positions the Group to capture both traditional hydrocarbon and energy transition-related demand.

3

Mermaid's order book remains robust at approximately **USD 753 million as at 31 March 2026**, providing strong revenue visibility. During Q1 2026, bid activity remained healthy across all operating regions, with a continued pipeline of IRM, cable-lay, decommissioning, and P&A opportunities under evaluation. The duration and mix of secured contracts continue to support revenue stability, while enabling selective margin optimisation through disciplined project selection.

4

Q1 2026 saw continued operational momentum, supported by strong vessel utilisation and disciplined project execution across regions. The Middle East remains the Group's primary engine, driven by consistent IRM demand and expanding cable-lay activity. APAC operations continue to benefit from lifecycle and decommissioning activity, while North Sea operations maintain a focus on P&A and mature basin services. Africa continues to deliver steady performance, supported by ongoing saturation diving campaigns and repeat client engagement.

5

The cable-lay division continues to represent a strategic growth platform for the Group. Demand for flexible, umbilical, and subsea cable installation remains strong, particularly in the Middle East. The *Millennium 3*, upgraded for cable operations, remains substantially booked into 2026, reinforcing its role as a cornerstone asset within the fleet. As one of the few regional providers with shallow-water cable-lay capability, Mermaid maintains a competitive advantage in supporting infrastructure expansion and energy transition-linked projects.

6

Key fleet deployment during Q1 2026 includes *Mermaid Asiana*, *Mermaid Endurer*, and *Millennium 3* supporting Middle East IRM and cable-lay campaigns. *Van Gogh* and *Resilient* remain focused on APAC operations, while *Sapphire* continues deployment in Thailand. *Mermaid Commander* remains under reactivation, with planned deployment into Asia upon completion. The fleet remains strategically positioned to support backlog execution and upcoming 2026 project awards.

7

In 2026, Mermaid remains focused on disciplined market diversification and strategic growth across core and adjacent service lines. Decommissioning, carbon capture support, subsea renewables, and infrastructure integrity continue to represent targeted expansion areas, complementing the Group's established subsea capabilities.

8

Mermaid's strategy remains centred on:

- Strengthening long-term client partnerships
- Securing repeat and framework agreements
- Selective bidding with margin discipline
- Prudent capital deployment
- Enhancing operational efficiency across the fleet

With a diversified asset base, an established regional footprint, and integrated subsea capabilities, Mermaid continues to be well positioned to support backlog execution and capture emerging opportunities through 2026.



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A Company Moving Forward

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